

Importance-Performance Analysis on Tourism Destination: The Case of Kedah

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ABSTRACT

This paper is focusing on the use of Importance-Performance (IP) Analysis to measure the destination's performance in offering tourism products. IP method is often used in research due to its simplicity, ease of use and usefulness in aiding decision-making processes. IP is also promising since it examines both expectations i.e. the importance of each attribute, and the performance of the attributes in fulfilling the expectation. Thus it aids tourism providers in determining what attributes are most important to tourists so that the attractiveness of the attributes can be improved. Using the data from the researcher's study on positioning in Kedah, a further analysis was carried out to determine Kedah's attractiveness in the eyes of its international market. Results of the IP analysis showed distinct difference in perception among clusters. For practical use of information generated by the analysis, it was suggested that information on the two biggest clusters i.e. Cluster 2 and Cluster 3 be used to improve Kedah's tourism. The information revealed that according to Cluster 2, Kedah has to improve on attributes such as comfort at place of accommodation, friendliness of local people, services in restaurants at place of accommodation, clean beaches, services in restaurants outside places of accommodation, standard of catering at restaurants outside places of accommodation, tourist information centre/booth, shopping facilities, local traffic, standard of catering at places of accommodation, isolated beaches, entertainment facilities, accessibility/transport and night life. For Cluster 3, we need to concentrate on improving attributes including beautiful scenery, comfort at place of accommodation, clean beaches, value for money, climate and weather, lack of crowdedness, services in restaurants at places of accommodation, standard of catering outside places of accommodation, services in restaurants outside places of accommodation, shopping facilities, tourists information centre, accessibility/transport and local traffic. The research recommended the need for Kedah's tourism planners and providers to pay attention to these attributes in planning and providing tourism offerings.

Keywords: Importance-Performance Analysis, destination attractiveness, tourism planning

ABSTRAK

Artikel ini menumpu kepada penggunaan kaedah analisa 'Importance-Performance' (IP) untuk mengukur kebolehan sesuatu destinasi dalam menawarkan produk pelancongan. Kaedah ini sering digunakan untuk tujuan tersebut berdasarkan kemudah-gunaan serta keberkesannya menolong pembuatan keputusan mengenai penawaran produk dan khidmat pelancongan. IP juga berfaedah kerana kaedah ini mampu menyiasat kepentingan sesuatu ciri destinasi dan pada masa yang sama mengukur kebolehan ciri tersebut memenuhi

pengharapan pelancong. Dengan cara ini, pengurus produk boleh memperbaiki mutu ciri-ciri destinasi yang dikenalpasti sebagai penting untuk pelancong ke tahap yang lebih baik. Menggunakan data kajian yang dilakukan di Kedah untuk kajian penyelidikan mengenai 'positioning', suatu analisa tambahan telah dijalankan terhadap data dengan menggunakan kaedah IP. Tujuan analisa adalah untuk mendapatkan maklumat mengenai dayatarik Kedah sebagai destinasi pelancongan di mata pelancong asing. Hasil analisa IP menunjukkan bahawa terdapat perbezaan ketara antara segmen-segmen pelancong yang telah dikenalpasti (dalam analisa 'positioning'). Namun, maklumat yang dikenalpasti melalui analisa IP menunjukkan bahawa adalah paling praktikal bagi Kedah untuk menggunakan maklumat yang terhasil dari dua segmen terbesar iaitu segmen 2 dan 3. Maklumat dari segmen 2 menunjukkan bahawa pelancong dalam segmen ini mengharapkan ciri-ciri berikut tetapi tidak dipenuhi dengan berkesan oleh produk pelancongan negeri Kedah: kemudahan penginapan yang selesa, layanan mesra penduduk tempatan, kualiti dan standad layanan di premis makanan, pantai yang bersih, tempat maklumat pelancong, kemudahan beli-belah, standad penyediaan makanan di tempat penginapan, pantai yang sunyi, kemudahan hiburan, kemudahan pengangkutan awam dan hiburan malam. Bagi segmen 3, ciri-ciri produk pelancongan yang diharapkan tetapi tidak ditawarkan dengan berkesan oleh Kedah adalah: pemandangan yang indah, keselesaan tempat penginapan, pantai yang bersih, nilai untuk wang pelancong, cuaca, suasana sunyi, kualiti dan standad layanan di premis makanan samada di dalam atau di luar tempat penginapan, kemudahan beli-belah, tempat maklumat pelancong serta keadaan trafik dan kemudahan pengangkutan sedia ada. Kajian mencadangkan agar perancang dan pengurus pelancongan negeri Kedah mengambilkira ciri-ciri yang telah dikenalpasti dalam usaha menjadikan Kedah destinasi pelancongan yang lebih menarik.

Katakunci: Kaedah analisa 'Importance-Performance', dayatarik destinasi, perancangan pelancongan.

INTRODUCTION

To successfully promote a destination to its target market, it is important to evaluate the destination's strengths and weaknesses. An evaluation is only effective if it is carried out from outside-in. In other words, we must evaluate our performance based on the perception of those who really count (in this case the tourists). The need to have performance indicators is undeniably important, especially in the wake of environmental and economic crises that had tarnished the image of South East Asia in the recent past.

This paper focuses on the use of Importance-Performance (IP) Analysis to measure a destination's performance in offering tourism products. IP analysis surveys have interested marketing research analysts since 1976 (Martilla and James, 1977) and have been used in recreation research as an evaluation tool

(Guadagnalo, 1985; Mengak, Dottario and O'Leary, 1986). IP method is often used in research due to its simplicity, ease of use and usefulness in aiding decision-making processes. IP is also suitable because, as suggested by previous research, visitor satisfaction is a function of both expectation towards various experience attributes and perception regarding the quality and the delivery of those attributes (Isa-Ahola; 1980, Probst and Lime; 1982). IP is also promising since it examines both expectation i.e, the importance of each attribute, and the performance of the attributes in fulfilling that expectation.

Previous works on IP analysis often concentrated on the perception of the respondents as a whole. However, dependence on aggregate data, would be misleading especially in tourism research, as tourists are not homogeneous. Thus, to ensure a more accurate picture about their needs and wants, they must be segmented

into distinct clusters to generate a better perspective about their needs and wants. Segmenting would also assist any marketing effort to chosen market segments.

This research performed an IP analysis on a group of respondents, who are first segmented. The destination chosen was Kedah, situated at the northern part of Peninsular Malaysia. Specifically, it determined the tourist perception about the strengths and weaknesses of Kedah as a destination on selected attributes using the IP method. The resulting information is then used to provide suggestions on what the destination should do to improve its tourism offerings.

METHODOLOGY

The data collected for a previous project on Kedah's tourism was reanalyzed for the purpose of this study. This data had been obtained using an instrument developed by researching instrumentation used by past researches (Martilla & James, 1977; Crompton et al., 1992; Echtner and Richie 1993; Tahir, 1992). The survey questionnaire had measured a) respondent's trip characteristics and personal data and b) travel pull attributes (30 items). Travel pull attributes had been put forward in terms of its importance to the respondents on a Likert scale of 1 to 6. A separate section of the questionnaire, which also uses Likert scale of 1 to 6, had measured the same pull items in terms of how satisfactory they were in fulfilling tourist expectation. The survey questionnaires had been subjected to pre-testing to ensure reliability and clarity and modified accordingly especially in terms of questionnaire length and wording of questions.

The data collection process had focused on inbound tourists. The respondents had been interviewed on site at various randomly chosen entry and exit points in Langkawi and Mainland Kedah. As 300 responses were needed as respondents, the 255 valid responses gathered by the end of data gave the study a very good response rate of 86%.

In the first analysis of the data, a benefit seg-

mentation procedure using cluster-analytic approach had been carried out to take a closer look at the different segments that make up the data. Benefit segmentation, as emphasized by Mazanek (1984), focuses on the attributes of the subject that customers perceive as having goal-satisfying capabilities. Identification using cluster-analytic approach has been considered as good segmentation method by many past tourism studies as it provides a measurement that indicate similarities and differences between groups by minimizing variations within groups and maximizing variations between groups. The clustering procedure \equiv the measurement process, the optimization criterion employed for evaluating and improving a partition and method of allocating cases to cluster have been well explained by Mazanek (1984). Ward's method was chosen from the various clustering methods available since this is the only method that attempts to equalize the sizes of the clusters thereby giving a clearer dendrogram (image of clusters) compared to other methods.

The clustering process yielded 5 segments based upon the benefits sought by tourists from their vacation in Kedah. The segments were then described and compared using frequency statistics of the clustering variable and cross-tabulation of the clustering variable by the clusters. Significant differences were tested for using the F-test for continuous variables and using Chi-Square tests for categorical variables. The alpha significance level was set at 0.05.

THE IDENTIFICATION AND PROFILING OF CLUSTERS

Clustering the respondents by benefit sought was carried out using Ward's Method. As a result, five clusters were generated (see table below). The clusters were then cross-tabulated with respondents' socio-demographic profile to facilitate labeling. Description about each cluster was made by looking at the differences of needs and socio-demographic backgrounds among clusters.

As shown in Table 1, cluster 2 is the biggest cluster in the group, with $n = 90$ members. This is followed by cluster 3 ($n = 60$), cluster 4 ($n = 45$) and cluster 1 ($n = 44$). Cluster 5 is the smallest with $n = 15$ members only. Benefits sought by each cluster were then determined by looking at the mean score of each benefit attribute within a cluster, as well as the mean scores of the same benefit attribute among clusters. The analysis generated the following information: (a) Cluster 2 distinctively prioritized 4 benefit attributes namely good services at place of accommodation, comfort at place of accommodation, availability of tourists information centre/booth and friendliness of the local people; (b) Cluster 3 was distinctively conscientious since it rated most of the benefit attributes as important to very important (Likert scale 6 to 7). This cluster prioritized benefit attributes such as old monuments and cultural shows. Tourists in this cluster also preferred to go for 'city tour' and wanted to see good 'shopping facilities'. They seemed to enjoy dining experiences while vacationing as they gave importance to quality of services and standard of catering in restaurants at or outside their places of accommodation. This cluster also seeks suitable place for family vacation that has good transport system and skilled tourist guides; (c) Cluster 4 is distinctively different in that they are relatively 'easygoing' (rated most benefit attributes with Likert scale of 3 to 5 only) with particular interest in 'value for money' vacation; (d) Tourists in cluster 1 is distinctively different in that they prioritized benefit attributes such as 'clean beaches' and 'beautiful scenery' more than tourists in the other clusters and that cluster, and cluster 5 is only second to cluster 3 in valuing friendliness of the locals.

Socio-demographic Profile of Each Cluster

To further facilitate the process of labeling the clusters, several socio-demographic and trip characteristic variables were analyzed to profile the background of each cluster (see Table 2a and Table 2b). From the analysis, the cluster will be described using only the

variables whose chi square values indicated significant differences among clusters (significance level is set at 0.005).

Looking closely at table 2a,2b,3a and 3b, it could be determined that the clusters are significantly different in terms of six variables namely nationality (chi square = 0.010), country of residence (chi square = 0.013), education (chi square = 0.027), source of information (chi square = 0.004), travelling pack (chi square = 0.022) and level of satisfaction from their trips (chi square = 0.080).

NATIONALITY

In terms of nationality, the clusters were significantly different because cluster 1 consisted mainly of tourists of European nationality. In contrast, a majority of tourists in cluster 2, were Asian. Although Asians still predominated cluster 3, tourists of Oceania origin were the largest in this cluster compared to any other cluster. Cluster 4 is different from other clusters in that it is the only cluster with equal proportion of European and Oceanian tourists in an otherwise Asian predominated group. The last cluster has 9 European tourists, 5 Oceanian and 2 Asian tourists.

RESIDENCY

Since who a person is does not dictate where a person lives, the research also seeks to find out about the residency of the tourists in each cluster. It is found that the clusters were also different in relation to this particular variable. Specifically, in cluster 1, majority of the tourists resided in Europe, followed by 15 who stayed in Oceania countries, 5 in Asia and 2 in America. In cluster 2, 36 tourists were residents of Asia, 19 stayed in Oceania countries, 26 in Europe, 7 in America and 2 in Africa. In cluster 3, 24 tourists were of Asian residence, Oceania and 11 in Europe, 2 lived in America and 1 lived in Africa. As for cluster 5, 6 tourists lived in

Table 1
Benefit Sought by Kedah's Tourists

Attribute Number	Benefits Sought Variables	Means					F-Test Prob.
		Cluster 1 (n=44)	Cluster2 (n=90)	Cluster3 (n=60)	Cluster4 (n=45)	Cluster5 (n=16)	
1	Climate and weather	5.93	5.71	6.18	4.60	5.44	.000
2	Lack of crowdedness	6.00	5.53	6.22	4.29	5.75	.000
3	Beautiful scenery	6.36	5.61	6.55	4.58	5.75	.000
4	Clean beaches	6.18	5.60	6.45	4.44	5.75	.000
5	Isolated beaches	4.80	5.12	5.92	4.20	5.31	.000
6	Range of water sport	3.18	4.82	5.45	4.56	3.38	.000
7	Jungle trekking path/nature trails	3.50	4.70	5.27	4.33	3.38	.000
8	Camping facilities	1.30	4.62	5.15	4.07	2.19	.000
9	Old monuments and buildings	4.02	4.59	5.65	4.00	3.63	.000
10	Museums and galleries	3.30	4.58	5.20	3.84	3.25	.000
11	Friendliness of local people	6.14	5.43	6.58	4.71	6.13	.000
12	Safety while staying at destination	6.66	5.89	6.70	4.73	6.38	.000
13	Suitability for family vacation	5.16	5.26	6.43	4.69	3.31	.000
14	City tour	4.32	4.61	5.97	4.09	1.62	.000
15	Entertainment facilities	4.41	5.02	5.98	4.07	2.81	.000
16	Cultural shows	4.39	4.66	5.87	4.11	2.38	.000
17	Night life	3.59	5.03	5.33	3.89	3.13	.000
18	Shopping facilities	4.75	5.28	6.07	4.29	3.44	.000
19	Golfing	1.75	4.64	4.55	4.33	1.50	.000
20	Facilities for conferences, meetings, etc: City tour	1.80	4.57	5.18	4.20	1.75	.000
21	Comfort at place of accommodation	6.05	5.43	6.55	4.31	4.38	.000
22	Standard of catering at place of accommodation	5.95	5.30	6.42	4.29	4.06	.000
23	Service in restaurants at place of accommodation	6.07	5.51	6.33	4.13	4.00	.000
24	Standard of catering in restaurants outside the place of accommodation	5.89	5.30	6.32	4.22	4.31	.000
25	Service in restaurant outside the place of accommodation	5.84	5.52	6.27	4.31	3.94	.000
26	Local traffic	4.68	5.13	6.02	4.04	2.50	.000
27	Accessibility (transport)	6.00	5.33	6.43	3.96	3.56	.000
28	Skill of tourist guides	5.57	5.28	6.57	4.16	1.88	.000
29	Tourist or information centre/booth	5.75	5.33	6.17	4.27	2.63	.000
30	Value for money	6.39	5.69	6.65	5.07	5.94	.000

Interpretation scale: Under 1.49 poor/bad
1.50-2.49 quite poor
2.50-3.49 slightly poor
3.50-4.49 neutral
4.50-5.49 quite good
Over 5.50 good

Oceania and 6 others stayed in Europe while 4 resided in Asia.

EDUCATION

The clusters were also significantly different in relation to the education level of the tourists. An equal proportion of tourists in cluster 1 had either high school education or bachelor degrees. This is followed by college, technical institute and master or beyond. In cluster 2, the majority of tourists had bachelor degrees followed by high school education and college education. A majority, i.e., about 32 out of 57 tourists in cluster 3, on the other hand, had education from technical institutes. This is the highest compared to the rest of the clusters. 16 tourists in cluster 3 had high school education while 9 others had college degrees. Almost half of the tourists in cluster 4 mainly had technical education followed by high school and college education. In cluster 5, 75% of the tourists had technical education followed by high school and college certificates.

SOURCE OF INFORMATION

Tourists in cluster 1 relied heavily on travel agencies for information about travel. Similarly, tourists in cluster 2 also relied mainly on this source of information. However, this cluster also valued friend and relatives as their source of information. Cluster 3 is different in that sources of information other than those suggested were given quite a priority as well. As for cluster 4, published sources and sources other than those suggested received equal importance. Cluster 5, on the other hand, is distinctively different in that travel agencies are considered third option compared to friends and relatives and published sources as source of information.

TRAVELING PACK

Half of the tourists in cluster 1 traveled with their spouses. The rest traveled with relatives and others. Only one tourist traveled alone. A majority of tourists in cluster 2 traveled with family members or relatives, followed by tourists who traveled with their spouses. By contrast, a majority of tourists in cluster 3 traveled with their spouses while an equal proportion of tourists traveled either alone or with relatives. As for cluster 4, quite a significant proportion traveled in ways other than that suggested although the tourists in this cluster mainly traveled with family members or with spouses. Cluster 5 was distinctively different from the other clusters since none of its tourists traveled in tour group or with business associates.

Labeling of Clusters

Based on the information of cluster characteristics accumulated above, the labeling of each of the clusters had been determined as follows: Cluster 1 – the ‘nature and enlightenment seekers’, Cluster 2 – the ‘social and comfort seekers’, Cluster 3 – the ‘conscientious tourists’, Cluster 4 – the ‘nonchalant and perplexing tourists’, Cluster 5 – the ‘sedate but cultural tourists’.

LEGEND FOR TABLE 3a THROUGH 3b.

- a. Ratings obtained from a seven-point scale of 1= not at all, 2= unimportant, 3= slightly unimportant, 4= moderate, 5= slightly important, 6= important, 7= very important
- b. Ratings obtained from a seven-point scale of 1 = poor/bad, 2= quite poor, 3= slightly poor, 4= neutral, 5= just ok, 6= quite good/favorable
- c. Ratings obtained from a seven-point scale of 1= too crowded, 2= crowded, 3= slightly crowded, 4= neutral 5= slightly isolated, 6= isolated, 7= very much isolated

Table 2a
Sosio-demographic Profile of Tourist by Benefit Sought Segment

Sosio-demographic	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Chi. Sq. Prob.
AGE						.349
0-15	2(4.5%)	1(1.1%)	0.0	1(2.20%)	0.0	
16-25	6(13.7%)	24(26.7%)	1(16.7%)	13(28.9%)	3(18.8%)	
24-35	12(27.3%)	30(33.3%)	19(31.7%)	11(24.4%)	6(37.5%)	
36-45	3(6.8%)	16(17.8%)	12(20.0%)	10(22.2%)	4(25.0%)	
46-55	16(36.4%)	14(15.6%)	13(21.7%)	5(11.1%)	2(12.5%)	
56-65	4(9.1%)	3(3.3%)	6(10.0%)	4(8.9%)	1(6.3%)	
66-75	0.0	1(1.1%)	0.0	1(2.2%)	0.0	
76 and above	0.0	1(1.1%)	0.0	0.0	0.0	
SEX						.677
Male	19(43.2%)	25(56.8%)	25(41.7%)	24(53.3%)	7(43.8%)	
Female	46(51.1%)	44(48.9%)	35(58.3%)	2(46.7%)	9(56.3%)	
NATIONALITY						.010
Oceania	14(31.8%)	17(18.9%)	19(32.8%)	10(22.2%)	5(31.3%)	
Europe	23(52.8%)	27(30.0%)	14(24.1%)	10(22.2%)	9(56.3%)	
America	2(4.5%)	7(7.8%)	1(1.7%)	4(8.9%)	0.0	
Asia	5(11.4%)	37(41.1%)	23(39.7%)	20(44.4%)	2(12.5%)	
Africa	0.0	2(2.2%)	1(1.7%)	1(2.2%)	0.0	
RESIDENCY						.013
Oceania	15(34.1%)	19(21.1%)	23(39.7%)	11(24.4%)	6(37.5%)	
Europe	22(50.0%)	26(28.9%)	9(15.5%)	11(24.4%)	6(37.5%)	
America	2(4.5%)	7(7.8%)	1(1.7%)	2(4.4%)	0.0	
Asia	5(11.4%)	36(40.0%)	24(41.4%)	20(44.4%)	4(25.0%)	
Africa	0.0	2(2.2%)	1(1.7%)	1(2.2%)	0.0	
INCOME						.213
<(USD)\$20,000.00	6(13.3%)	16(18.0%)	10(16.9%)	9(20.0%)	5(29.4%)	
(USD)\$20001.00- \$40000.00	9(20.0%)	15(16.9%)	15(25.4%)	11(24.4%)	4(23.5%)	
(USD)\$40001.00- \$60000.00	2(4.4%)	9(10.1%)	6(10.2%)	3(6.7%)	0.0	
(USD)\$60001.00- \$80000.00	3(6.7%)	14(15.7%)	4(6.8%)	2(4.4%)	0.0	
(USD)\$80001.00- 100000.00	2(4.4%)	4(4.5%)	4(6.8%)	5(11.1%)	2(11.8%)	
>(USD)\$100000.00		2(2.2%)	1(1.7%)	1(2.2%)	2(11.8%)	

Table 2b
Sosio-demographic Profile of Tourist by Benefit Sought Segment

Sosio-demographic	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Chi. Sq. Prob.
EDUCATION						.027
High school	12(27.3%)	19(21.1%)	16(27.6%)	12(26.7%)	3(18.8%)	
College	8(18.2%)	15(16.7%)	9(15.5%)	11(24.4%)	1(6.3%)	
Academic/technical	3(6.8%)	3(3.3%)	32(55.2%)	21(46.7%)	12(75.0%)	
Institute	12(27.3%)	45(50.0%)	0.0	0.0	0.0	
Bachelor/degree Master and above	3(6.8%)	2(2.2%)	0.0	0.0	0.0	
OCCUPATION						.409
Student	5(11.4%)	10(11.1%)	9(15.5%)	11(24.4%)	4(25.0%)	
Administrative	1(2.3%)	10(11.1%)	8(13.8%)	6(13.3%)	2(12.5%)	
Creative Art	0.0	2(2.2%)	1(1.7%)	0.0	1(6.3%)	
Education	6(13.6%)	16(17.8%)	7(12.1%)	6(13.3%)	3(18.8%)	
Engineer	3(6.8%)	4(4.4%)	2(3.4%)	2(4.4%)	3(18.8%)	
Finance	2(4.5%)	3(3.3%)	1(1.7%)	1(2.2%)	0.0	
Management	3(6.8%)	2(2.2%)	3(5.2%)	0.0	0.0	
Health care	2(4.5%)	15(16.7%)	6(10.3%)	5(11.1%)	1(6.3%)	
Hospitality	0.0	1(1.1%)	0.0	0.0	0.0	
Info system	1(2.3%)	1(1.1%)	2(3.4%)	0.0	0.0	
Legal	1(2.3%)	3(3.3%)		2(4.4%)	0.0	
Marketing	0.0	1(1.1%)	1(1.7%)	0.0	0.0	
Business	-0.0	3(3.3%)	2(2.4%)	1(2.2%)	0.0	
Operation	3(6.8%)	0.0	2(3.4%)	0.0	0.0	
Service	3(6.8%)	1(1.1%)	2(3.4%)	3(6.7%)	2(12.5%)	
Homemaker/home use wife	4(9.1%)	1(1.1%)	1(1.7%)	3(6.7%)	0.0	

- d. Ratings obtained from a seven point scale of 1= least, 2= very little, 3= few, 4= neutral, 5= just ok, 6= quite a few, 7= many
- e. Ratings obtained from a seven point scale of 1= hostile, 2= quite hostile, 3= slightly hostile, 4= neutral, 5= slightly friendly, 6= friendly, 7= very friendly
- f. Ratings obtained from a seven point scale of 1= very unsafe, 2= quite unsafe, 3= slightly unsafe, 4= neutral, 5= slightly safe, 6= quite safe, 7= very safe
- g. Ratings obtained from a seven point scale of 1= unsuitable, 2= quite unsuitable, 3= slightly unsuitable, 4= neutral 5= slightly suitable, 6= quite suitable, 7= very suitable
- h. Ratings obtained from a seven point scale of 1= none, 2= very little, 3= few, 4= neutral, 5= just ok, 6= quite a number, 7= many
- i. Ratings obtained from a seven point scale of 1=

Table 3a
Trip Characteristics of Each Segment

Trip Characteristics	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Chi. Sq. Prob.
Is this your first visit to Kedah Langkawi?						.753
Yes	38(86.4%)	70(77.8%)	46(76.7%)	36(80.0%)	12(75.0%)	
No	6(13.6%)	20(22.2%)	14(23.3%)	9(20.0%)	2(5.0%)	
Purpose of visit						.150
Business	0.0	9(10.0%)	6(10.0%)	5(11.1%)	0.0	
Visit friends/relatives	0.0	10(11.1%)	5(8.3%)	7(15.6%)	2(12.5%)	
Attend convention/conference	1(2.3%)	2(2.2%)	2(3.3%)	1(2.2%)	1(6.3%)	
Vacation/holiday	40(90.9%)	60(66.7%)	39(65.0%)	21(46.7%)	12(75.0%)	
Student/formal/schooling	0.0	6(6.7%)	8(13.3%)	8(17.8%)	1(6.3%)	
Others	3(6.85%)	6(6.7%)	1(1.7%)	4(8.9%)	0.0	
Source of information						.004
Travel agencies	27(61.4%)	36(40.0%)	28(46.7%)	14(31.1%)	2(12.5%)	
Friends or relatives	16(36.4%)	20(22.2%)	17(28.3%)	12(26.7%)	7(43.8%)	
Published sources (e.g. guidebooks)	10(22.7%)	17(18.9%)	6(10.0%)	8(17.8%)	4(25.0%)	
Newspaper/travel magazine	6(13.6%)	10(11.1%)	4(6.7%)	1(2.2%)	1(6.3%)	
Malaysian Tourism Promotion Board overseas office	1(2.3%)	4(4.4%)	2(3.3%)	5(11.1%)	0.0	
Others	4(9.1%)	14(15.6%)	9(15.0%)	8(17.8%)	3(18.8%)	
Traveling						.022
Alone	1(2.3%)	10(11.1%)	11(18.3%)	5(11.1%)	5(31.3%)	
Spouse	22(50.0%)	21(23.3%)	22(36.75%)	9(20.0%)	4(25.0%)	
Other family members/relatives	11(25.0%)	31(34.4%)	11(18.3%)	15(33.3%)	5(31.3%)	
Tour group	5(11.4%)	4(4.4%)	7(11.7%)	4(8.9%)	0.0	
Business associates	0.0	5(5.6%)	3(5.0%)	4(8.9%)	0.0	
Others	8(18.2%)	21(13.3%)	7(11.7%)	8(17.8%)	3(18.8%)	

Table 3b
Characteristics of Each Segment

Trip Characteristics	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Chi. Sq. Prob.
Visit						.422
Pedu Lake	1(2.3%)	3(3.3%)	0.0	0.0	0.0	
Langkawi	37(84.1%)	59(65.6%)	43(71.7%)	28(62.2%)	8(50.0%)	
Kulim	0.0	0.0	0.0	0.0	0.0	
Sungai Petani	3(6.8%)	0.0	3(5.0%)	0.0	0.0	
Lembah Bujang	0.0	0.0	0.0	0.0	0.0	
Sik	0.0	0.0	0.0	0.0	0.0	
Alor Setar	6(13.6%)	30(33.3%)	21(35.0%)	12(26.7%)	6(37.5%)	
Others	4(9.1%)	4(4.4%)	3(5.0%)	5(11.1%)	1(6.3%)	
Number of days you intent to be in Kedah/Langkawi						.057
Not more than 7 days	40(90.9%)	66(73.3%)	49(81.7%)	28(62.2%)	13(81.3%)	
8-14 days	1(2.3%)	7(7.8%)	4(6.7%)	9(20.0%)	1(6.3%)	
15-21 days	0.0	4(4.4%)	1(1.7%)	6(13.3%)	1(6.3%)	
22-30 days	0.0	1(1.1%)	0.0	1(6.3%)	0.0	
31 days and more	3(6.8%)	12(13.3%)	5(8.3%)	12(4.7%)	1(6.3%)	
How satisfied are you with your visit to Kedah/Langkawi						.008
20%	1(2.3%)	3(3.3%)	0.0	1(2.2%)	0.0	
30%	0.0	0.0	0.0	2(4.4%)	0.0	
40%	1(2.3%)	6(6.7%)	2(3.3%)	2(4.4%)	1(6.3%)	
50%	0.0	0.0	2(3.3%)	2(4.4%)	1(6.3%)	
60%	9(20.5%)	34(37.8%)	13(21.7%)	20(44.4%)	4(25.0%)	
70%	2(4.5%)	3(3.3%)	3(5.0%)	2(4.4%)	2(12.5%)	
80%	23(52.3%)	41(45.6%)	34(56.7%)	16(35.6%)	5(31.3%)	
90%	0.0	0.0	1(1.7%)	0.0	1(6.3%)	
100%	8(18.2%)	3(3.3%)	5(8.3%)	0.0	2(12.5%)	
Intention to re-visit Kedah/Langkawi						0.91
Yes	31(70.5%)	69(76.7%)	47(78.3%)	39(86.7%)	12(75.0%)	
No	13(29.5%)	21(23.3%)	13(23.3%)	6(13.3%)	4(25.0%)	

- poor/bad, 2= quite poor, 3= slightly poor, 4= neutral, 5= quite good, 6= good, 7= best
- j. Ratings obtained from a seven point scale of 1= uncomfortable, 2= quite uncomfortable, 3=slightly uncomfortable, 4= neutral, 5= slightly comfortable, 6= quite comfortable, 7= very comfortable
- k. Ratings obtained from a seven-point of scale of 1= poor/bad, 2= quite poor, 3= slightly poor, 4= neutral, 5= quite good, 6= good, 7= very good
- l. Ratings obtained from a seven-point scale of 1= inadequate, 2= quite inadequate, 3= slightly inadequate, 4= neutral, 5= quite adequate, 6= adequate, 7= very adequate
- j. Ratings obtained from a seven-point scale of 1=inadequate, 2=quite inadequate, 3=slightly inadequate, 4=neutral, 5=slightly adequate, 6=quite adequate, 7=very adequate

LEGEND FOR TABLE 4a THROUGH 4e.

- a. Ratings obtained from a seven-point scale of 1=not at all, 2=unimportant, 3=slightly unimportant, 4=moderate, 5=slightly important, 6=important, 7=very important
- b. Ratings obtained from a seven-point scale of 1=poor/bad, 2=quite poor, 3=slightly poor, 4=neutral, 5=just ok, 6=quite good/favorable
- c. Ratings obtained from a seven-point scale of 1=too crowded, 2=crowded, 3=slightly crowded, 4=neutral, 5=slightly isolated, 6=isolated, 7=very much isolated
- d. Ratings obtained from a seven-point scale of 1=least, 2=very little, 3=few, 4=neutral, 5=just ok, 6=quite a few, 7=many
- e. Ratings obtained from a seven-point scale of 1=hostile, 2=quite hostile, 3=slightly hostile, i. Ratings obtained from a seven-point scale of 1=poor/bad, 2=quite poor, 3=slightly poor, 4=neutral, 5=quite good, 6=good, 7=best
- j. Ratings obtained from a seven-point scale of 1=uncomfortable, 2=quite uncomfortable, 3=slightly uncomfortable, 4=neutral, 5=slightly comfortable, 6=quite comfortable, 7=very comfortable
- k. Ratings obtained from a seven-point scale of 1=poor/bad, 2=quite poor, 3=slightly poor, 4=neutral, 5=quite good, 6=good, 7=very good
- l. Ratings obtained from a seven-point scale of 1=inadequate, 2=quite inadequate, 3=slightly inadequate, 4=neutral, 5=slightly adequate, 6=quite adequate, 7=very adequate

IP ANALYSIS ON KEDAH'S TOURISM

In this subsection, an Important-Performance Analysis on tourists' perception relating to Kedah's strengths and weaknesses will be carried out based on their ranking on the importance of each attribute and how Kedah fares in providing these attributes.

Cluster 1- As can be seen from table 4(a) and the resulting Importance-Performance Grid (IPG), as seen in Figure A, a significant number of attributes were rated by tourists in cluster 1 as being important to them, and are well offered by Kedah. These are attributes numbered 1,2,3,11,12,13,21,23,27 and 30. As indicated in the IPG, these attributes belonged to the 'Keep Up the Good Work' category and therefore should be maintained. Top of the list is attribute number 12 (safety while staying at destination). This is followed by attribute number 11 (friendliness of the local people). The third highest rating was on attribute number 3 (beautiful scenery) followed by attribute number 2 (lack of crowdedness).

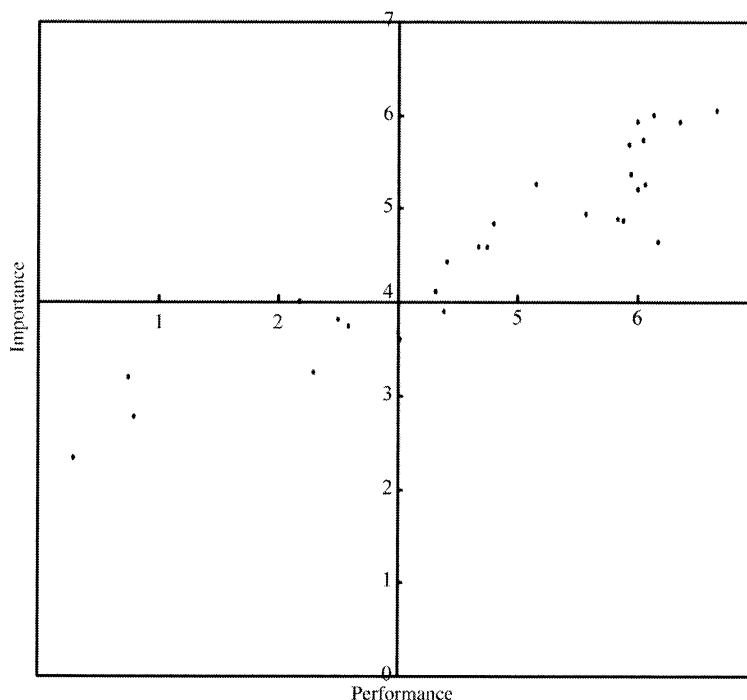
Attribute number 21 (comfort at place of accommodation) received the next highest rating from this group of tourists. This is followed by the rating on attribute number 1 (climate and weather). The next highest rating was on attribute number 30 (value for money). The eight and ninth highest ratings by tourists in Cluster 1 were attributes number 22 (standard of catering at place of accommodation) and attribute number 23 (service in restaurants at place of accommodation) respectively. Attribute number 13 (suitability for family vacation) and attribute number 27 (accessibility/transport) were two attributes that received the least rating among these highly rated attributes.

Attributes that also belonged to the 'Keep Up the Good Work' category but were judged to be mod-

Table 4a
Importance and Performance Ratings on Destination Attributes by Tourist in Cluster 1

Attribute Number	Attribute Description	Means Importance Rating ^a	Means Performance Rating ^b
1	Climate and weather	5.93 ^a	5.68 ^b
2	Lack of crowdedness	6.00 ^a	5.93 ^b
3	Beautiful scenery	6.36 ^a	5.93 ^b
4	Clean beaches	6.18 ^a	4.64 ^d
5	Isolated beaches	4.80 ^a	4.84 ^c
6	Range of water sport	3.18 ^a	4.00 ^d
7	Jungle trekking path/nature trails	3.50 ^a	3.80 ^b
8	Camping facilities	1.30 ^a	2.32 ^b
9	Old monuments and buildings	4.02 ^a	3.59 ^d
10	Museums and galleries	3.30 ^a	3.25 ^b
11	Friendliness of local people	6.14 ^a	6.00 ^e
12	Safety while staying at destination	6.66 ^a	6.05 ^f
13	Suitability for family vacation	5.16 ^a	5.25 ^g
14	City tour	4.32 ^a	4.11 ^b
15	Entertainment facilities	4.41 ^a	4.43 ^h
16	Cultural shows	4.39 ^a	3.89 ^h
17	Night life	3.59 ^a	3.73 ^b
18	Shopping facilities	4.75 ^a	4.59 ⁱ
19	Golfing	1.75 ^a	3.20 ⁱ
20	Facilities for conferences, meetings, etc: City Tour	1.80 ^a	2.77 ⁱ
21	Comfort at place of accommodation	6.05 ^a	5.73 ^j
22	Standard of catering at place of accommodation	5.95 ^a	5.36 ^k
23	Service in restaurants at place of accommodation	6.07 ^a	5.25 ^k
24	Standard of catering in restaurants outside the place of accommodation	5.89 ^a	4.86 ^k
25	Service in restaurants outside the place of accommodation	5.84 ^a	4.89 ^k
26	Local traffic	4.68 ^a	4.59 ^k
27	Accessibility (transport)	6.00 ^a	5.20 ^k
28	Skills of tourist guides	5.57 ^a	4.93 ^l
29	Tourist or information center/booth	5.75 ^a	4.41 ^k
30	Value for money	6.39 ^a	5.66 ^k

Figure A
Importance-Performance Grid for Tourists In Cluster 1



erately offered by Kedah were attributes number 4,5,14,15,18,24,25,26,28 and 29. The most highly rated among these attributes is attribute number 28 (skill of tourists guide) followed closely by attribute number 29 (tourist information centre/booth). Next was attribute number 25 (service in restaurants outside the place of accommodation) followed by attribute number 24 (standard of catering in restaurants outside the place of accommodation). The next highly rated in this group of attributes according to Cluster 1 tourists is attribute number 5 (isolated beaches) and attribute number 4 (clean beaches). The sixth highly rated attribute in the group is attribute number 18 (shopping facilities) followed by the fifth highly rated attribute, which was attribute number 26 (local traffic). Attribute number 15 (entertainment facilities) and number 14 (city tour) received the two lowest rating for this group of attributes (i.e., only slightly important to the tourists and are not well provided by Kedah anyway).

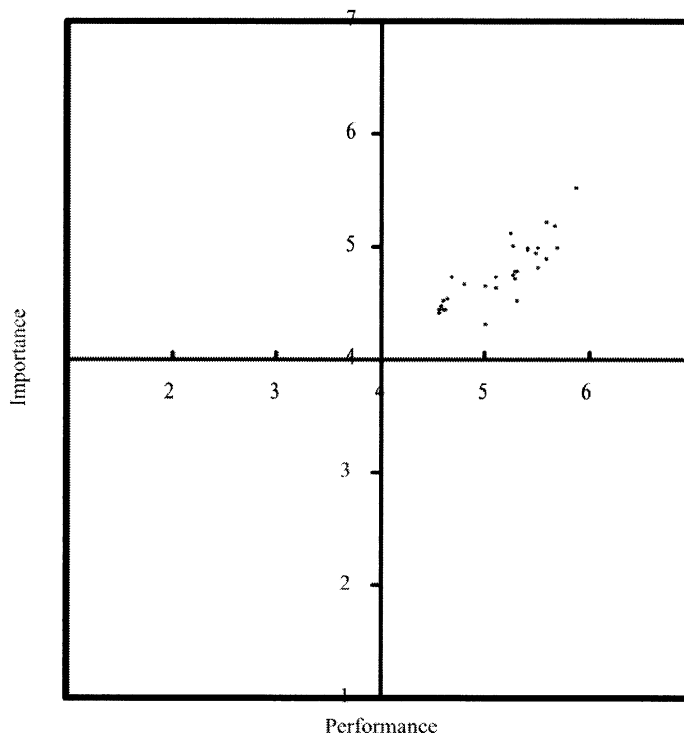
Attribute number 16 (cultural shows) belonged to the 'Concentrate Here' category. This indicates that the attribute is important to the tourists but was not well provided by Kedah. Thus, it is something for Kedah to improve if it were to attract this tourist segment.

Six attributes were considered 'slightly unimportant' to 'not important' at all by this segment. At the same time, Kedah's performance in offering these same attributes was perceived as 'slightly poor' to 'poor'. Thus, as far as tourists in Cluster 1 are concerned, these attributes should receive low priority in Kedah's tourism development or be eliminated altogether. The attributes that fell into this category were attributes number 6 (range of water sports), number 7 (jungle trekking path/ nature trails), attribute number 17 (night life), number 10 (museums and galleries), 19 (golfing), 20 (facilities for conferences/meetings) and attribute number 8 (camping facilities).

Table 4b
Importance and Performance Ratings on Destination Attributes by Tourist in Cluster 2

Attribute Number	Attribute Description	Means Importance Rating ^a	Means Performance Rating ^b
1	Climate and weather	5.71 ^a	4.99 ^b
2	Lack of crowdedness	5.53 ^a	4.99 ^b
3	Beautiful scenery	5.61 ^a	5.21 ^b
4	Clean beaches	5.60 ^a	4.89 ^d
5	Isolated beaches	5.12 ^a	4.63 ^c
6	Range of water sport	4.82 ^a	4.66 ^d
7	Jungle trekking path/nature trails	4.70 ^a	4.72 ^b
8	Camping facilities	4.62 ^a	4.52 ^b
9	Old monuments and buildings	4.59 ^a	4.47 ^d
10	Museums and galleries	4.58 ^a	4.43 ^b
11	Friendliness of local people	5.43 ^a	4.98 ^e
12	Safety while staying at destination	5.89 ^a	5.52 ^f
13	Suitability for family vacation	5.26 ^a	5.12 ^g
14	City tour	4.61 ^a	4.44 ^b
15	Entertainment facilities	5.02 ^a	4.64 ^h
16	Cultural shows	4.66 ^a	4.53 ^h
17	Night life	5.03 ^a	4.31 ^b
18	Shopping facilities	5.28 ^a	4.74 ⁱ
19	Golfing	4.64 ^a	4.43 ⁱ
20	Facilities for conferences, meetings, etc: City Tour	4.57 ^a	4.41 ⁱ
21	Comfort at place of accommodation	5.43 ^a	4.97 ^j
22	Standard of catering at places of accommodation	5.30 ^a	4.71 ^k
23	Service in restaurants at place of accommodation	5.51 ^a	4.93 ^k
24	Standard of catering in restaurants outside the place of accommodation	5.30 ^a	4.78 ^k
25	Service in restaurants outside the place of accommodation	5.52 ^a	4.81 ^k
26	Local traffic	5.13 ^a	4.72 ^k
27	Accessibility (transport)	5.33 ^a	4.52 ^k
28	Skill of tourist guides	5.28 ^a	5.00 ^l
29	Tourist or information center/booth	5.33 ^a	4.77 ^k
30	Value for money	5.69 ^a	5.18 ^k

Figure B
Importance-Performance Grid For Tourists In Cluster 2



Cluster 2 – To begin with, tourists in this particular cluster seemed to be less discriminating in their ratings of attributes. This is indicated by their tendency to rate the ‘importance’ of the attributes to them as being ‘slightly important’ to ‘important’ only. In addition, they also chose only the ‘slightly good’ to ‘good’ indicators in evaluating the performance of Kedah in offering those attributes. Thus, all attributes rated by this cluster belonged to the ‘Keep Up the Good Work’ category.

Specifically, attributes that were perceived by tourists in this cluster as being important as well as offered well by Kedah were (in descending order), attribute number 12 (safety while staying at the destination), attribute number 3 (beautiful scenery), attribute number 30 (value for money), attribute number 13 (suitability for family vacation), attribute number 28 (skill of tourist guides), attribute number 1 (climate and weather) and attribute number 2 (lack of crowdedness).

A significant number of attributes were perceived to be important (Likert scale 5) but not so well provided by Kedah. The attributes were (in descending

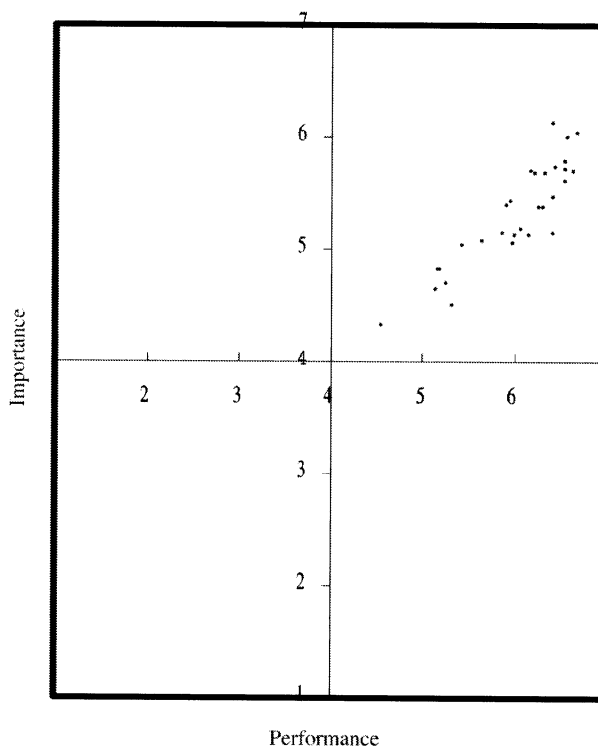
order) attribute number 21 (comfort at place of accommodation), attribute number 11 (friendliness of local people), attribute number 23 (service in restaurants at place of accommodation), attribute number 4 (clean beaches), attribute number 25 (service in restaurants outside place of accommodation), attribute number 24 (standard of catering at restaurants outside place of accommodation), attribute number 29 (tourist information centre/booth), attribute number 19 (shopping facilities), attribute number 26 (local traffic), number 22 (standard of catering at place of accommodation), attribute number 5 (isolated beaches), attribute number 15 (entertainment facilities), attribute number 27 (accessibility/transport) and attribute number 17 (night life).

The remaining attributes were perceived as moderately important to the tourists and were neither well offered by Kedah nor the opposite. Those attribute were (in descending order of rating) attribute number 7 (jungle trekking path/nature trails), attribute number 6 (range of water sports), attribute number 16 (cultural

Table 4c
Importance and Performance Ratings on Destination Attributes by Tourist in Cluster 3

Attribute Number	Attribute Description	Means Importance Rating ^a	Means Performance Rating ^b
1	Climate and weather	6.18 ^a	5.70 ^b
2	Lack of crowdedness	6.22 ^a	5.68 ^b
3	Beautiful scenery	6.55 ^a	5.78 ^b
4	Clean beaches	6.45 ^a	5.73 ^d
5	Isolated beaches	5.92 ^a	5.4 ^c
6	Range of water sport	5.45 ^a	5.03 ^d
7	Jungle trekking path/nature trails	5.27 ^a	4.70 ^b
8	Camping facilities	5.15 ^a	4.65 ^b
9	Old monuments and buildings	5.65 ^a	5.07 ^d
10	Museums and galleries	5.20 ^a	4.83 ^b
11	Friendliness of local people	6.58 ^a	6.00 ^e
12	Safety while staying at destination	6.70 ^a	6.03 ^f
13	Suitability for family vacation	6.43 ^a	6.12 ^g
14	City tour	5.97 ^a	5.43 ^b
15	Entertainment facilities	5.98 ^a	5.05 ^h
16	Cultural shows	5.87 ^a	5.15 ^h
17	Night life	5.33 ^a	4.50 ^b
18	Shopping facilities	6.07 ^a	5.17 ⁱ
19	Golfing	4.55 ^a	4.32 ⁱ
20	Facilities for conferences, meetings, etc: City Tour	5.18 ^a	4.83 ⁱ
21	Comfort at place of accommodation	6.55 ^a	5.72 ^j
22	Standard of catering at places of accommodation	6.42 ^a	5.47 ^k
23	Service in restaurants at place of accommodation	6.33 ^a	5.67 ^k
24	Standard of catering in restaurants outside the place of accommodation	6.32 ^a	5.38 ^k
25	Service in restaurants outside the place of accommodation	6.27 ^a	5.38 ^k
26	Local traffic	6.02 ^a	5.13 ^k
27	Accessibility (transport)	6.43 ^a	5.15 ^k
28	Skill of tourist guides	6.57 ^a	5.60 ^l
29	Tourist or information center/booth	6.17 ^a	5.12 ^k
30	Value for money	6.65 ^a	5.70 ^k

Figure C
Importance-Performance Grid For Tourists In Cluster 3



shows), attribute number 8 (camping facilities), attribute number 20 (facilities for conferences and seminars), attribute number 9 (old monuments and buildings), attribute number 13 (suitability for family vacation), attribute number 19 (golfing) and lastly attribute number 10 (museums and galleries).

Cluster 3 – In contrast to Cluster 2, tourists in Cluster 3 can be described as having very high expectation on the benefits they seek when visiting a destination. This is based on the fact that the majority of attributes suggested were rated as being ‘important to ‘very important’ to them. Specifically, attribute number 13 (suitability for family vacation) is an attribute that this group of tourists perceived as being ‘very important’ and is well provided for by Kedah. This is followed by rating on attribute number 12 (safety while staying at destinations) and attribute number 11 (friendliness of the local people).

The cluster did not give much importance to one attribute i.e. attribute number 19 (golfing). The remain-

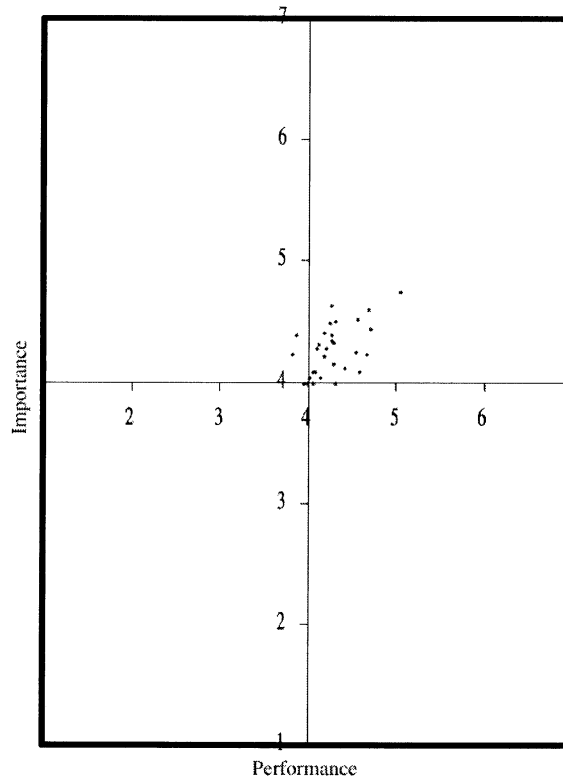
ing attributes were rated as ‘slightly important’ to ‘important’.

As indicated by the IPG for this cluster, a significant number of attributes belonged to the ‘important’ to ‘very important’ category but fell in the range between ‘slightly’ to ‘well offered’ by Kedah (Likert scale between 5 and 6). Those attributes were attribute number 3 (beautiful scenery), attribute number 21 (comfort at place of accommodation), attribute number 4 (clean beaches), attribute number 30 (value for money), attribute number 1 (climate and weather), attribute number 2 (lack of crowdedness), attribute number 23 (service in restaurants at place of accommodation), attribute number 24 (standard of catering outside place of accommodation), attribute number 25 (service in restaurants outside place of accommodation), attribute number 18 (shopping facilities), attribute number 29 (tourist information centre), attribute number 27 (accessibility/transport) and attribute number 26 (local traffic).

Table 4d
Importance and Performance Ratings on Destination Attributes by Tourist in Cluster 4

Attribute Number	Attribute Description	Means Importance Rating ^a	Means Performance Rating ^b
1	Climate and weather	4.60 ^a	4.07 ^b
2	Lack of crowdedness	4.29 ^a	4.33 ^b
3	Beautiful scenery	4.58 ^a	4.51 ^b
4	Clean beaches	4.44 ^a	4.11 ^d
5	Isolated beaches	4.20 ^a	4.20 ^c
6	Range of water sport	4.56 ^a	4.24 ^d
7	Jungle trekking path/nature trails	4.33 ^a	3.98 ^b
8	Camping facilities	4.07 ^a	4.07 ^b
9	Old monuments and buildings	4.00 ^a	3.98 ^d
10	Museums and galleries	3.84 ^a	4.22 ^b
11	Friendliness of local people	4.71 ^a	4.58 ^e
12	Safety while staying at destination	4.73 ^a	4.42 ^f
13	Suitability for family vacation	4.69 ^a	4.22 ^g
14	City tour	4.09 ^a	4.07 ^b
15	Entertainment facilities	4.07 ^a	3.98 ^h
16	Cultural shows	4.11 ^a	4.27 ^h
17	Night life	3.89 ^a	4.38 ^b
18	Shopping facilities	4.29 ^a	4.62 ⁱ
19	Golfing	4.33 ^a	4.49 ⁱ
20	Facilities for conferences, meetings, etc: City Tour	4.20 ^a	4.40 ⁱ
21	Comfort at place of accommodation	4.31 ^a	4.31 ^j
22	Standard of catering at places of accommodation	4.29 ^a	4.38 ^k
23	Service in restaurants at place of accommodation	4.13 ^a	4.29 ^k
24	Standard of catering in restaurants outside the place of accommodation	4.22 ^a	4.27 ^k
25	Service in restaurants outside the place of accommodation	4.31 ^a	4.13 ^k
26	Local traffic	4.04 ^a	4.02 ^k
27	Accessibility (transport)	3.96 ^a	3.98 ^k
28	Skill of tourist guides	4.16 ^a	4.02 ^l
29	Tourist or information center/booth	4.27 ^a	4.47 ^k
30	Value for money	5.07 ^a	4.73 ^k

Figure D
Importance-Performance Grid for Tourists In Cluster 4



Cluster 4 – Tourists that belonged to Cluster 4 did not seem to place very high importance to almost all of the attributes measured. This is based on their tendency to rate most of the suggested attributes with ‘moderate’ to ‘slightly important’ (Likert Scale 4 to 5) only. Interestingly, although these attributes did not seem important to them, they still showed dissatisfaction on Kedah’s performance in providing these attributes.

For this cluster, attribute number 30 (value for money) was chosen to top the list. This is followed by attribute number 18 (shopping facilities) and attribute number 11 (friendliness of the local people) and attribute number 3 (beautiful scenery). All these attributes received mean ratings of more than 4.50. The remaining attributes received mean ratings of less than 4.50. Those attributes were (in descending order), attribute number 19 (golfing), attribute number 29 (tourists information center/booth), attribute number 12 (safety while staying at destination), attribute number 20 (fa-

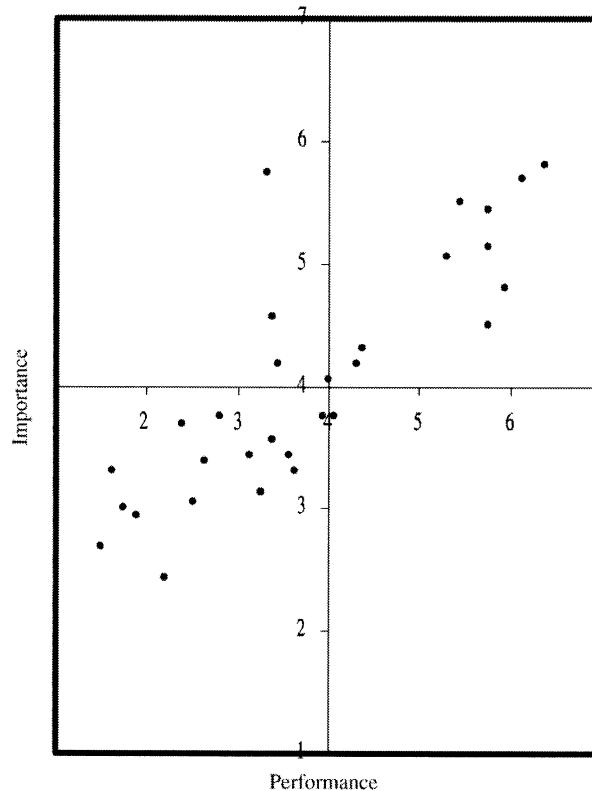
cilities for conferences/meetings), attribute number 22 (standard of catering at place of accommodation), attribute number 17 (night life), attribute number 2 (lack of crowdedness), attribute number 21 (comfort at place of accommodation), attribute number 23 (service at place of accommodation), attribute number 24 (standard of catering outside place of accommodation), attribute number 16 (cultural shows), attribute number 6 (range of water sports), attribute number 13 (suitability for family vacation), attribute number 10 (museums and galleries), attribute number 5 (isolated beaches), attribute number 25 (service in restaurants outside place of accommodation), attribute number 4 (clean beaches), attribute number 1 (climate and weather), attribute number 14 (city tour), attribute number 8 (camping facilities), attribute number 28 (skill of tourists guide), and, attribute number 26 (local traffic).

Four attributes that received the lowest ratings (lower than 4.00) were attribute number 7 (jungle trek-

Table 4e
Importance and Performance Ratings on Destination Attributes by Tourist in Cluster 5

Attribute Number	Attribute Description	Means Importance Rating ^a	Means Performance Rating ^b
1	Climate and weather	5.44 ^a	5.50 ^b
2	Lack of crowdedness	5.75 ^a	5.13 ^b
3	Beautiful scenery	5.75 ^a	5.44 ^b
4	Clean beaches	5.75 ^a	4.50 ^d
5	Isolated beaches	5.31 ^a	5.06 ^c
6	Range of water sport	3.38 ^a	4.56 ^d
7	Jungle trekking path/nature trails	3.38 ^a	3.56 ^b
8	Camping facilities	2.19 ^a	2.44 ^b
9	Old monuments and buildings	3.63 ^a	3.31 ^d
10	Museums and galleries	3.25 ^a	3.13 ^b
11	Friendliness of local people	6.13 ^a	5.69 ^e
12	Safety while staying at destination	6.38 ^a	5.81 ^f
13	Suitability for family vacation	3.31 ^a	5.75 ^g
14	City tour	1.62 ^a	3.31 ^b
15	Entertainment facilities	2.81 ^a	3.75 ^h
16	Cultural shows	2.38 ^a	3.69 ^h
17	Night life	3.13 ^a	3.44 ^b
18	Shopping facilities	3.44 ^a	4.19 ⁱ
19	Golfing	1.50 ^a	2.69 ⁱ
20	Facilities for conferences, meetings, etc: City Tour	1.75 ^a	3.00 ⁱ
21	Comfort at place of accommodation	4.38 ^a	4.31 ^j
22	Standard of catering at places of accommodation	4.06 ^a	3.75 ^k
23	Service in restaurants at place of accommodation	4.00 ^a	4.06 ^k
24	Standard of catering in restaurants outside the place of accommodation	4.31 ^a	4.19 ^k
25	Service in restaurants outside the place of accommodation	3.94 ^a	3.75 ^k
26	Local traffic	2.50 ^a	3.06 ^k
27	Accessibility (transport)	3.56 ^a	3.44 ^k
28	Skill of tourist guides	1.88 ^a	2.94 ^l
29	Tourist or information center/booth	2.63 ^a	3.38 ^k
30	Value for money	5.94 ^a	4.81 ^k

Figure E
Importance-Performance Grid for Tourists In Cluster 5



Cluster 5 – For tourists in Cluster 5, only nine attributes belonged to the ‘Keep Up the Good Work’ category. The attributes were (in descending order of ratings), attribute number 12 (safety while staying at destination), attribute number 11 (friendliness of the local people), attribute number 3 (beautiful scenery), attribute number 1 (climate and weather), attribute number 2 (lack of crowdedness), attribute number 5 (isolated beaches), attribute number 30 (value for money), attribute number 4 (clean beaches), attribute number 21 (comfort at place of accommodation), and attribute number 24 (standard of catering in restaurants outside the place of accommodation).

Of these nine attributes, only six (i.e., attributes number 12, 11, 3, 2, 5 and 30) were important to the tourists and well catered for by Kedah. The other 4 attributes were at the lower end of the category.

Attribute number 13 (suitability for family vacation) was ‘slightly unimportant for tourists in this cluster although they perceived Kedah as providing the attribute very well. The tourists also did not think of attribute number 18 (shopping facilities) and attribute number 6 (range of water facilities) as very important although they are quite well provided for in Kedah. In the IPG, these attributes belonged to the ‘Possibly Over-kill’ category.

The remaining attributes belonged to the ‘Low Priority’ category since they were perceived as unimportant to tourists in this cluster and were not perceived as being well provided for in Kedah (Likert Scale less than 4). From this particular group of attributes, the least appealing were attribute number 14 (city tour), attribute number 28 (skills of tourist guides); attribute number 20 (facilities for conferences/meetings) and attribute number 19 (golfing).

UTILIZING IP INFORMATION FOR MARKETING

Importance-Performance analysis is a very useful tool for easy-to-understand and practical information relating to marketing and management. It provides the needed information for researcher to synthesize findings, identify problems and formulate solutions. This tool, if properly utilized, would provide invaluable information for the decision-making process. It tells the decision-maker which areas are worthwhile to concentrate on, and which areas are not. Such decisions are crucial especially in situations that involve allocation of limited resources and capital.

As for this research, having known the perception of all segments of the respondents, we are faced with the challenge of how to make good use of the information to improve Kedah's tourism, starting with the information obtained from the segmentation. It is undeniably impractical to 'be all things to everybody'. In other words, Kedah cannot possibly try to cater for each of the segments identified. Thus, it must decide how to make good use of the information at hand. Kotler (1994) had stressed in his writings that segmentation may result in the identification of several segments within a market. Nonetheless, not all of the segments identified can be useful to the organization. Thus, resultant segments need to be evaluated using variables such as segment size and/or growth, its structural advantage, or the organization's resources and/or objectives.

In this research, segment size seemed to provide the most definitive and accessible measure of attractiveness and therefore was utilized. Each of the five clusters previously identified was screened using the variable. The results indicated that in terms of segment size, the 'social and comfort seeker segment (cluster 2, n = 90) and the 'conscientious tourist segment (cluster 3, n = 60) seemed to be the most attractive segments since their respective sizes are bigger than the rest of the clusters. Thus, they posed as the most attractive segments for Kedah to target. In relation to this, it is

suggested that Kedah concentrate its marketing efforts on these two segments.

Utilizing the findings from the importance-performance analysis, Kedah tourism planners and operators need to pay attention to providing attributes perceived to be important to these tourists but not so well provided for by Kedah. As determined in the analysis section, those attributes were:- comfort at place of accommodation, friendliness of local people, service in restaurants at place of accommodation, clean beaches, service in restaurants outside place of accommodation, standard of catering at restaurants outside place of accommodation, tourist information centre/booth, shopping facilities, local traffic, standard of catering at places of accommodation, isolated beaches, entertainment facilities, accessibility/transport and night life. Thus, to cater for the benefit sought by this particular segment, Kedah must be willing to re-evaluate the existing tourist information facilities and standard of service provided in hotels and restaurants and plan on improving those services. In addition, the segment is particularly concerned with the cleanliness of beaches in Kedah. Thus, an obvious mitigation measure is to have hygiene programs to retain cleanliness and attractiveness of beaches in Kedah and Langkawi.

Similarly, in order to attract Cluster 3, we need to concentrate on improving attributes which, to them, belonged to the 'important' to 'very important' category but fell in the range between 'slightly' to 'well offered' by Kedah. Those attributes were:- beautiful scenery, comfort at place of accommodation, clean beaches, value for money, climate and weather, service in restaurants at place of accommodation, standard of catering outside place of accommodation, service in restaurants outside place of accommodation, shopping facilities, tourist information centre, accessibility/transport and local traffic. Again, with the exception of 'abstract and beyond control' factors such as weather and scenery, the attributes perceived most important but lacking in Kedah include tourism facilities, service and clean beaches. In addition, this segment is looking for 'value for money'. One way of interpreting this is the

segment's desire to see that their vacation in Kedah is 'money-well-spent' and not plagued by empty promises and substandard facilities/services. Mitigation measures to overcome this may be complex, as it requires close cooperation from the regulating bodies (government – through policies and regulations) and the private service providers (hotels, restaurants, travel agents).

Thus, it is obvious that attracting tourist segments requires real commitment and close inter-agency cooperation. In addition, actions have to be communicated. In other words, once measures to improve the above attributes are planned and implemented, then the improvement must be well communicated to the segments using appropriate media and targeting based on the socio-demographic backgrounds of the tourists.

RECOMMENDATION FOR FUTURE RESEARCH

This paper only provides general guidelines on how to make use of the results obtained from IP analysis. It is recommended that future work on the use of IP method in tourism try to give specific marketing strategies that could be applied directly by tourism planners and providers. This would certainly show the practicality of IP analysis in day to day tourism and recreation activities.

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